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BENEFITS AND COUNSELING BRANCH

A. Statutory Programs

1. Federal Employees Compensation Act

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The Director of Personnel is responsible for processing claims for transmittal to the Bureau of Employees Compensation (BEC), filing documents with BEC which report illnesses and injuries in the performance of duty, maintaining liaison with BEC on behalf of a claimant, and internal adjudication of FECA claims if security reasons prevent their transmittal to BEC. The functions assigned to BCB include a review of each claim for completeness, including supporting documents, setting up a file for each case, communicating with claimant and BEC, resolving questions arising from examination and adjudication, observing security requirements, and maintaining continuous liaison with BEC. Some excellent pioneering has been done in developing BEC acceptance of performance-of-duty criteria for certain illnesses not previously found compensable. This activity is quite stable with few new problems encountered. During the past few years the number of claims has been rising steadily.

2. Overseas Medical Benefits Program for Employees and Dependents

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The Director of Personnel, or an officer designated by him, will approve or disapprove claims. The functions are similar to those described under FECA except that the adjudication of all claims is an internal responsibility. This requires close examination of claims for adherence to regulations, constant liaison with the Medical Staff and with operating components. The approval of claims and the disbursement of appropriate funds is a major responsibility. Functionally this is also a well-established and stable activity. I find there is a need for increasing our efforts in an educational program for operational support and administrative officers. The rules and regulations under which this program is conducted are rather complex and sometimes confusing to the uninitiated. I propose to expand our educational program by having these subjects included in the agendas of such training courses as Operations Familiarization, Operation Support and Dependent's Overseas Orientation. I will also propose that some time be devoted to this and other benefits programs at the next Support Officers Conference

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Both the FECA and Overseas Medical Program have, over the years, provided great quantities of data concerning employees' illnesses and injuries and other medical problems which should be of value to

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management. Every claim is recorded and pertinent information extracted and entered on machine records. BCB has neither the time nor the manpower to analyze these records to ascertain what information of value could be produced. I believe this effort should be made as soon as possible.

### 3. Missing Persons Act

The authorities vested in the Director of Central Intelligence by the Missing Persons Act are delegated to the Director of Personnel who has the general responsibility for ensuring that Agency personnel affected by this Act are accorded the benefits which it provides. This is probably the most complex activity in which BCB participates. Administration of the basic provisions for pay allowances and allotments is not difficult. Accounts for each individual are established to receive pay and allowances and allotments are arranged when appropriate. Accountings are rendered and audited periodically.

The custodial requirements of the families of missing persons are far more difficult and time consuming. Security and operational factors must be taken into account at all times. Frequent conferences are held to ensure that all actions taken are fully coordinated. Every case is subject to individual treatment and nothing becomes routine. At the present time, custodial responsibility is shared with TSD [redacted] and with the Office of Security for [redacted] BCB does not have the capability to assume complete responsibility for all current cases. Additional cases which must be anticipated will present difficult problems in this respect. Because of the operational sensitivity of these cases, which in some instances requires special clearances, C/BCB has personally handled the current cases. There is a need for developing a permanent understudy for C/BCB to assist him in his present responsibilities and to provide the capability to handle additional cases.

Related to the MIA Program is the newly organized Casualty Group which is intended to assist in the planning for contingencies and to develop improved methods of handling casualties when they occur. C/BCB is one of the principle representatives of the Office of Personnel in the Casualty Group. A substantial share of the burden of initiating improvements and assisting in the development of better planning for contingencies is assigned to him. It is anticipated that this program will develop into one of the Branch's major activities.

### 4. Federal Employees Group Life Insurance [redacted]

The Director of Personnel is responsible for the general administration of this program including liaison with the Office of Federal Em-

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ployees Life Insurance and the Civil Service Commission. The responsibility for the FEGLI program was rather arbitrarily assigned to BCB rather than the Insurance Branch because it is not a part of the overall GEHA insurance program. The basic functions are routine in nature and provide for checking to see that qualified employees are properly covered or have waived coverage. It also involves processing claims when deaths occur. Continuing liaison is maintained with FEGLI headquarters in New York and unusual cases requiring extraordinary security measures are handled effectively. There are no new or unusual problems connected with this function.

5. Civil Service Retirement Act

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The Office of Personnel provides staff guidance, administrative support and counseling services in connection with the Civil Service Retirement System. This is another fairly stable activity insofar as the functional requirements are concerned. They consist principally of answering inquiries, computing annuities and service credits, conferring with employees in advance of retirement on matters of rights and benefits, and handling correspondence from retirees. With the number of retiring employees increasing annually, the workload is growing rapidly. There is an area of possible overlap between BCB and that section of POD which supports the Retirement Board. The overlap occurs in that there is a degree of counseling performed in both components, and, in having two units dealing with the same employees on the same general subject. There is no serious conflict at this time and none is anticipated. However, in any consideration of a realignment of functions in the Office of Personnel I would suggest a consolidation of these two functions.

B. Employee Emergencies

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The Director of Personnel shall develop and implement procedures for the expeditious handling of employee emergencies and for the coordination of emergency actions with other offices concerned. Within the limits of applicable laws and regulations and of security and other Agency considerations, he shall ensure that the interests of the employee are protected and that every possible assistance is given to ill or distressed employees and their families.

Over the years procedures have been developed for the proper handling of emergencies which are effective in protecting Agency interests and invaluable to the employee or his dependents. Chief, Benefits and Counseling Branch and Chief, Benefits and Services Division are designated as the emergency action officers for the Office of Personnel and are on 24-hour call.

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# 1. Deaths

Sudden deaths, whether by accident, natural causes or self-inflicted, require that prompt action be taken. The important initial steps are well established including immediate notification of all parties concerned, such as the Office of Security, Medical Staff, operating component, Central Cover, public relations office, Inspector General, Director of Central Intelligence, and others, as the situation warrants. Appropriate emergency action officers are convened and a properly coordinated course of action is determined and implemented. In cases of deaths following prolonged serious illness, some advance preparation generally is possible and it seldom is necessary to invoke emergency procedures; nevertheless, the initial steps follow a similar pattern.

In all death cases BCB follows through by assisting the bereaved in every way possible including assistance in making funeral arrangements if required, providing for emergency financial needs, notification of immediate family, and even writing obituaries when called for. Thereafter, BCB takes care of the paper work involved in the death of an employee preparing forms applications, and claims for benefits, insurance, and retirement annuities, speeding up the processing of claims and relieving the survivors of as much of the burden as possible.

Serious illnesses also are given the same meticulous attention although the handling is less complex in most cases. Evacuation of employees or dependents from overseas posts require careful coordination and sometimes present complications.

Psychiatric cases introduce additional factors which may require extraordinary care in their handling. Legal processes for the protection of the rights of individuals must be carefully observed. Security precautions must be taken and provision is made to avoid or minimize unwanted publicity. A major problem and one most difficult to resolve is the early identification of employees suffering from mental disorders. Once identified, reported steps can be taken to protect the interests of the individual and the Agency. This is admittedly a delicate area but one in which improvements must be made. Recent conferences with the psychiatric division resulted in closer coordination with BCB and an agreement that the psychiatrists would provide earlier notification of the existence of serious cases which might require Office of Personnel action.

Specific responsibility for handling psychiatric cases was assigned to BCB informally by the former Director of Personnel. It is a proper assignment in that it falls within the general category of cases of serious illnesses. Some confusion has been created by the occasional assignment

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of psychiatric cases to SAD/Pers. as disciplinary matters. We believe that all cases of employees suffering mental illness should be referred to BCB for handling under the employee emergency program and that such cases be referred to SAD/Pers. only when it appears that the individual may be disqualified for further duty.

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2. Unforeseen Absences

Regulations require that the unexplained absences for duty of an employee be reported to BCB. The Branch takes the necessary steps to locate the employee first through normal channels of communications with family, friends or emergency addressee. Failing there, a check is made of the Medical Staff for reports of hospitalization for accident or sudden illness. Thereafter, the facilities of the Office of Security are called upon to institute a search including police action if necessary.

C. Out Processing

1. Pre-exit interviews

All employees terminating their services with the Agency are processed by BCB. Except for those who resign in absentia, interviews are held with departees to ascertain their reasons for leaving. They are also informed of the rights and benefits accruing to them as a result of Government employment and are briefed on the procedures for final termination clearance. The results of these interviews are prepared in consolidated report form and published monthly.

2. Termination Clearance

Termination clearance usually takes place on the last day of employment. It consists of a check of various Agency components to determine if the employee has any outstanding obligations or unfinished business which must be completed before departure. Efforts have been made to centralize this service to avoid the need for departing employees to go to several different locations to complete the process. When the move to Langley is completed, it is our intention to establish a "one stop" out processing center similar to Central Processing for travelers. This will require the cooperation of other offices and the preliminary steps have already been taken.

3. GS-12 and Above

Special attention is devoted to departing employees in grades GS-12 and above. They are thoroughly interviewed in BCB and a separate

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monthly report is prepared for the DCI. Voluntary resignees in this category also are interviewed by senior officers from the appropriate Deputy Directorate as a public relations effort intended to have the individual leave with a healthy attitude toward the Agency. This program started only in December 1961 and its effectiveness cannot yet be evaluated. It is our opinion that the process of determining reasons for resigning, attitudes towards the Agency and the public relations factors are of primary concern to the Director of Personnel and should be handled entirely within the Office of Personnel. Before moving in this direction, however, careful consideration must be given to the assignment of basic responsibilities.

At the present time BCB exit-interviewing is largely a reporting function. The interviewer obtains from the resignee information concerning his new job including organization, kind of work and compensation. He inquires into the reason for leaving and solicits the resignee's views and opinions about Agency management, policies, and practices and invites him to offer suggestions or recommendations for improvement. The interviewer also calls the employing component to determine "loss or gain" and replacement problem, if any. All comments are reported as precisely as possible.

To do the job thoroughly two requirements must be met:

a. A higher degree of skill in elicitation should be developed in our interviewers. The resignee is about to depart and soon will be unavailable for further discussions. The full story must be obtained from him at this time. It means that the interviewer must draw from the resignee all the pertinent details and clearly establish the facts as the resignee sees them. It may require skillful probing by the interviewer and an ability to weigh the facts presented against a broad background of experience. Certainly more time will have to be devoted to the interviews than is now the practice.

b. Any allegations made by the resignee must be thoroughly examined. This may require a substantial degree of investigative authority not now vested in the Director of Personnel. For example, Resignee X claims to be the victim of mismanagement, malpractice, discrimination or persecution. The allegations cannot be ignored but must be investigated objectively by an impartial body. We are not sure that the responsibility of the Director of Personnel to monitor personnel policies and practices extends to the investigation of alleged violations. Furthermore, when such allegations are found to be true and corrective action is indicated, the question arises "Who shall initiate the action?"

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Another problem related to out processing is the frequently excessive delay in settling financial affairs with the departed employee. This includes computation and payment of terminal compensation, refunds of retirement contributions and processing of retirement actions for annuities. Delays are attributed to the Comptroller's office but at this time we are not sufficiently knowledgeable of the causes of delay to enable us to suggest improvements. We are conferring with appropriate officers to find possible solutions to this problem.

D. Employee Services

1. EOD Orientation

A weekly orientation for new professional employees is conducted by BCB at Langley headquarters. A similar orientation for new clerical employees is held at 1016-16th Street. The subject matter is similar in both orientations and consists of a review of a variety of matters such as pay, annual and sick leave, services available to employees, the retirement system, etc. The orientation lasts about two hours and is given by a BCB technician.

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2. Advance Sick Leave

Requests for advance sick leave are submitted to BCB for review and approval. Records are checked and concurrences obtained as appropriate and routine requests are approved by the Branch. When a case involves a possible write-off of the advance leave, the requests are forwarded to the Office of the Director of Personnel for review and decision.

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3. Income Tax Assistance

In response to the request of the Internal Revenue Service, assistance for the filing of income returns is offered to Agency employees. This is a time-consuming and frequently unrewarding activity but apparently one that is appreciated by a substantial number of Agency employees. A proposal to modify past practices in providing this service has already been submitted to the Director of Personnel.

4. Personal Folders for Vital Papers (Support Bulletin #9)

Some time ago BCB offered a service to Agency employees in the nature of a repository for personal folders for vital papers. It was thought to be a useful service particularly for employees being assigned overseas who would wish to have a safe place for such documents as wills, powers of attorney, life insurance policies and similar documents. Either the service was not well publicized or it had no appeal to Agency employees; in any event, very few took advantage of it and there has been no signi-

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ficant activity in recent years.

5. Problems of Former Employees

BCB serves as a focal point for communications from former employees having problems related to their Agency employment. BCB coordinates the actions required and conducts correspondence with the former employees.

6. Debt Complaints (OPM 20-150-3)

Correspondence from credit managers and collection agencies concerning the indebtedness of Agency employees is referred to BCB for action. The delinquent employees are interviewed, counseled on financial matters and admonished to take care of their indebtedness, when such is deemed appropriate. In each case the complainant is informed that the employee has been notified of the complaint. Employees who are continually in difficulties of financial matters are referred to SAD/Pers. for disciplinary action.

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7. Counseling

The Director of Personnel shall provide additional services of common concern including a counseling service extending to assistance in outplacement, retirement, and other personnel matters. At the present time, overall responsibility for employee counseling is assigned to BCB but in practice it is conducted in many places throughout the Agency. Within the Office of Personnel POD counsels on retirement and outplacement. The Office of Security provides counseling service as does the IG.

It is in the Agency's interest to provide the best counseling service possible not only for the well being of the employee and his productivity but for security reasons as well. Essential to a good counseling program is a central point of appeal, well known to all employees, and a competent qualified staff capable of producing positive results.

The scope of a counseling program is as broad as the total span of all human problems. For our purposes, such problems can be categorized as job related and personal. Each category requires a similar kind of treatment but the former offers a measure of control within the Agency. The latter very often does not. Job related problems stem directly from circumstances or conditions of employment such as dissatisfaction with working conditions, present position or future prospects, security violations or indiscretions, administrative errors or inequities, discriminatory treatment and the like. Personal problems frequently stem from circumstances or influences outside the Agency such as financial

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difficulties, domestic or emotional problems, legal involvements or physical or medical conditions.

In order to develop an adequate counseling service, we will need a centrally located space, well advertised and ample enough to provide necessary privacy. We also will need a staff of mature, seasoned, and experienced people capable of maintaining objectivity without coldness, and sympathy without emotionalism. It should be the aim of the program to encourage employees to bring their problems to a place where they can be assured that they will be heard in confidence and will receive competent guidance in resolving their problems. In many cases action may be required beyond the ability of the counseling service to provide. In such cases referral should be made to the proper authority. We believe this to be one of the most pressing needs in the Agency at the present time.

#### E. Employee Activities

##### 1. Recreational Program

The recreation program currently consists of the following activities:

- Golf, Class A, 50 players, private courses
- Golf, Class B, 10 players, private courses
- Touch Football, 2 teams, D. C. Recreation Dept.
- Softball, 13 teams, D. C. Recreation Dept.
- Basketball, 7 teams, D. C. Recreation Dept.
- Bowling, Duckpin, 38 teams in 2 leagues
- Bowling, Tenpin, 32 teams in 2 leagues
- Tennis league, 16 players, public and private courts
- Tennis instruction, D. C. Recreation Dept.
- Fencing Club, 10 members, no activity at present
- Rifle and Pistol, 35 members, Indoors - W & L High School  
Outdoors - Ft. Meade
- Riding Club, 35 members, Edgewater Academy
- Archeology Club, 12 members, Archeological Society of Md.
- Art Club, no activity at present
- Choral Club, no activity at present
- Stamp Club, 15 members, Dormant
- Toastmasters Club, 32 members, Agency facilities

As can be seen from the above, the bulk of present recreational activities are concerned with sports, with hobbies and educational pursuits a poor second and purely social activities practically non-existent. The number of employees participating is only a fraction of what we might expect from an Agency of this size.

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The benefits to be obtained from a well-developed recreation program are well recognized. There are the usual morale building factors generated by the spirit of competition and participation which makes the employees feel that the Agency is more than just a place to spend eight hours a day, five days a week. It gives them a much closer sense of identification with the Agency and its people. In addition, through such extracurricular activities employees get to know one another personally and thereby develop better working relations thus offsetting, to a substantial degree, the inherent disadvantages of compartmentation. Furthermore, although certainly not true of all, the dread of committing security indiscretions inhibits many of our employees from active participation in outside community affairs. Finally, it is my opinion that we are not providing adequately for young unmarried employees especially the newcomers to the Washington area whom we have recruited from all parts of the country.

Our present limited program should be expanded to include all of the activities in which Agency employees have an interest. Our most pressing need is for the services of a capable experienced program director to organize group activities and to assist in the development of such groups to a point where they can be self supporting. This will be a full time occupation for a well-qualified officer.

A recreation program cannot flourish without publicity. We can make use of the Support Bulletin and also the employee bulletin boards but I believe that some form of publication devoted entirely to recreation programs is necessary.

Consideration also should be given to the development of Agency controlled facilities at the Langley site. Past discussions on this subject have been inconclusive and should be reviewed. As a minimum I would suggest a ball field which can be used for softball and touch football. This will enable our teams to practice even though the ball field may not be used for games involving outside teams. I think that tennis courts also would be an attractive feature. If we can consider expanding beyond this point, we should give thought to the President's advocacy of a physical fitness program for Government employees. A full scale program probably would require the support of medical authority but I would suggest something on a lesser scale which would provide employees with the means to maintain or improve their general physical condition. This would be in the nature of an exercise room containing gymnastic equipment and if possible to include handball and squash courts.

An expanded program of the dimensions we contemplate will require an expression of approval from higher authority. The facilities

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mentioned above would require the expenditure of appropriated funds which may present difficult problems. I would suggest a conference with the Deputy Director (Support) at an early date.

There is one serious problem which is having an adverse effect on our present program. In at least two activities, bowling and golf, we have encountered difficulties because of racial discrimination. As you know, the President's policy of nondiscrimination prohibits Government sponsorship and support of any recreational activity in which discrimination is practiced. The bowling leagues have found it almost impossible to find sanctioned alleys that will admit teams of mixed races. This is particularly true of the bowling alleys in the nearby Virginia communities although there is some possibility that alleys in the vicinity of the Pentagon will relax their restrictions next season.

The Class A Golf Group has encountered similar problems. These are the more accomplished golfers to whom play on the better golf courses is an essential factor in competition. These courses are found only at private clubs where segregation is a common practice. The president of the Class A Golf Club Group has informed me that rather than incur the risk of embarrassing the Agency the Club wishes to withdraw from the Potomac Recreation Association.

Many of the other activities are not effected by racial problems; for example, the softball, basketball and touch football leagues enter the programs directed by the D. C. Recreation Department. These, of course, are integrated activities using District-owned or controlled facilities. We recognize the purely social activities may be adversely effected by racial problems, but I believe that we must not permit that factor to keep us from developing a necessary program.

## 2. Blood Donor Program

BCB is responsible for conducting the blood donor program within the Agency. The function consists primarily of arranging the schedules with the Red Cross and responding to emergency blood donor requests. Records are maintained of donors and commendatory letters are written to those who achieve the level of one gallon or more in blood donations.

## 3. Savings Bond Drives

BCB annually conducts the drive to stimulate the purchase of Government savings bonds by employees. Inquiries and communications are handled by BCB but in general the function is not burdensome.

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4. Bulletin Boards

BCB is responsible for servicing and policing employees' bulletin boards. In the new building there are 37 for general Agency use and there will be two large boards designed for employee notices. This is a rather time consuming function since provision must be made to service the employee bulletin boards on a daily basis.

5. Welfare Fund

The CIA Welfare Assistance Fund is administered within BCB. Although this activity is not extensive in terms of numbers of cases, each one must be carefully examined and properly handled.

6. Support to PSAS (Public Service Aid Society)

Appeals to PSAS for loans or grants are investigated by a member of BCB. This requires conferences with the applicants, a review of his circumstances, and a careful examination of the justification for the appeal. This function occupies a substantial portion of the time of one officer.

7. Relocation

One officer occupying a technicians slot in BCB performs the Office of Personnel responsibilities in gathering information for distribution to employees concerning the move to the new building and the provision of facilities and services. The function requires active participation in meetings and conferences concerned with facilities and services, coordination of various activities and the preparation of relocation bulletins. It is anticipated that this function will be phased out in the near future and that this officer may then be available for other Branch duties.

8. Car Pools

This function is concerned with arranging for car pools and transportation for riders. It requires soliciting information from people who wish to form car pools and those who are willing to transport employees in their own cars and arranging for such people to get together to complete arrangements to their own satisfaction. Records are maintained and occasional checks are made to ascertain the progress of car pools organization. This function occupies a major part of the time of one junior officer.

F. Personnel Surveys

This new program for BCB stems from the Inspector General's report of 1 August 1961, subject, Program of Resignee Interviews, in which it was

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recommended that "the Office of Personnel prepare a program for continuing analysis of employee motivation in respect to the Agency and the work." A proposed method of implementation was submitted to DD/S on 2 January 1962 and approved by him with certain modifications on 15 January 1962.

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The means of determining employee motivations have been thoroughly explored with [ ] Chief, A & E Staff. [ ] has examined IG files of resignee interviews and other similar sources of material and has been able to identify some of the factors that influence motivation. He also has prepared a preliminary outline of subjects for discussion in interviewing employees including specific questions for the use of the interviewers. At this point we have concluded that the subject of motivation as a whole is too broad to be successfully encompassed in a single effort. We are now trying to isolate specific factors which can be dealt with more readily and produce results in a shorter time and with greater validity. To this end we are contemplating the use of questionnaires as an introductory phase which will permit broad scale gathering of elementary information in a few weeks time.

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It is highly desirable to establish a continuing program for determining attitudes and opinions of employees to provide you with a factual basis for decisions concerning personnel policies and practices. At the present time, for example, you are concerned with the development of an "early retirement" program for the Agency. I believe it would be extremely useful to have at hand some concrete evidence of what a majority of our employees think about retirement, early or otherwise.

To fully develop and conduct such a program is beyond the present capability of BCB. It would require the services of a well-qualified personnel officer preferably with experience in this field, with strong support from the Agency's psychological service. It may be possible to have A & E detail a psychologist to the Branch for this purpose.

An alternative to a permanent staff officer assigned to this function is the task force concept already proposed. This is recognized to be a cumbersome mechanism, time consuming, difficult to manage and subject to resistance on the part of designated participants. I strongly favor the assignment of a full-time officer and recommend it for your consideration.

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## ORGANIZATION

1. Some pattern of organization along functional lines is discernible in BCB's present structure. The Statutory Programs and Employee Emergencies are handled by five technicians physically located in the fifth floor office. Exit processing and several of the Employee Services are conducted in the first floor office by two officers, an assistant and two clericals. Employee Activities are being conducted in both places. While this presents the appearance of an untidy arrangement of functions, in practice it works out fairly well.

2. When so many diverse functions are handled in one Branch, difficult problems of management result. The Branch Chief responds to the most pressing demands but does not have the time to devote a full measure of attention to all activities. Neither does he have manpower in sufficient numbers or with proper qualifications to do an effective job in some of his areas of responsibility. To be more specific:

a. There is no deputy branch chief to relieve the chief of some of his supervisory duties nor is there at this time an officer within the Branch having the basic qualifications to ultimately fill the position.

b. There is no permanently assigned officer capable of becoming an understudy for the Chief in the complex business of handling missing persons cases and the activities of the Casualty Group. [ ] has the qualifications and aptitude but is only on a one year temporary assignment to BCB.)

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c. There is ~~an~~ officer in the Branch qualified to organize, develop and manage a counseling program of the dimensions envisioned by ourselves or the IG. I would estimate that an effective program would ultimately require three officers and clerical assistance.

d. An improved recreation program will require the services of a full time experienced officer not now available in the Branch.

e. Additional well-qualified pre-exit interview officers will be required to enable us to perform effectively the function inherited from the IG, the "public relations" interviews and the monitoring of compliance with personnel policies and practices.

f. The new program of personnel surveys cannot be handled by BCB at this time, because of the lack of qualified officers.

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3. First consideration should be given to organizing BCB into three sections as follows:

- I. Statutory Programs
  - Casualty Group
  - Employee Emergencies
- II. Employee Services
  - Exit Processing
  - Personnel Surveys
- III. Employee Activities

Each of these sections would be headed by a competent supervisor reporting to C/BCB. Because of the operational sensitivity of Missing Persons cases, and the need in some instances for special clearances, these functions must be held in the office of the Branch Chief. He should be provided with a qualified assistant or, preferably, a deputy.

4. As an alternative we should consider establishing a new Branch to perform the functions listed for Sections II and III above. This would be more practical if additional responsibilities are assigned this division as a result of a realignment of functions in other areas of the Office of Personnel. It is my understanding that BCB as it is now constituted is the result of a merger of the former Casualty Affairs Branch and Employee Relations Branch. It appears to me now that the old organizational structure was a logical one and that the merger did not produce the advantages anticipated at that time.

5. The grade structure of BCB also must be reviewed in terms of expanded activities. The top grade for permanent professional employees is GS-12 and there are only four such positions. In addition, there are two professional positions at GS-11 and one at GS-9. All other positions are in clerical categories. To obtain the services of officers capable of developing a complete counseling service or to handle the resignee interviews effectively we will undoubtedly have to seek qualified candidates at a higher grade level. If we adopt the sectional organization of the Branch, we shall have to provide suitable grades to compensate section chiefs for their supervisory responsibilities probably at the GS-13 level. Also, if a new branch is formed, a grade structure appropriate to the functions will have to be designed. In any event, further discussion of grades can be deferred until basic decisions concerned with program development have been reached.

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